

CAI
SA 50
-72H31

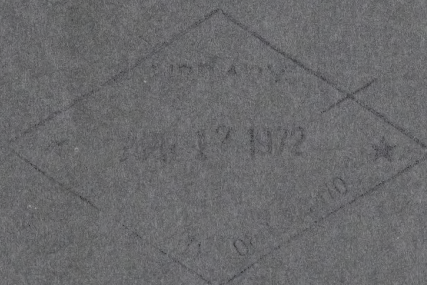
Government
Publications

ent consulting services Bureau

General publications



A HISTORY OF THE BUREAU OF MANAGEMENT CONSULTING



GOVERNMENT OF CANADA
OTTAWA

A HISTORY OF THE BUREAU OF MANAGEMENT CONSULTING

CAI
SA50
-7243

The Bureau of Management Consulting, today a comprehensive government consulting agency and part of the Department of Supply and Services, can trace its beginnings back to 1946. Initially two officers were appointed to the Organization and Classification Branch of the Civil Service Commission to provide an advisory service to help departments and agencies solve organization problems and establish good management practices.

In 1948 the two analysts then employed became the nucleus of a separate group in the then Civil Service Commission called the Organization and Methods Division. The goal was to provide "practical assistance to departments and agencies of government through the systematic examination of the structure and operations, and the procedures and work methods employed... and to engage in such other related studies as will contribute to the progressive improvement of public management as a whole".

The O & M Division had been established to supplement the efforts of departmental management and not to substitute for them or try to control them. In 1951 this policy was reaffirmed by a name change to the O & M Service. The Service would be requested by the departmental official having direct authority over the area to be studied and departments would be free to accept or reject any recommendation without prejudice. The report would be strictly confidential and the property of the client, a policy which has been continued to this day.

The O & M Service published four manuals from 1953 to 1955 — Forms Design and Control; Filing Services; Typing and Transcribing Services, and Office Layout. They became an almost overnight success in the Federal Public Service, Provincial Public Services and business — in Canada and abroad. A technical library was organized which is still in being and in 1953 the O & M News bulletin, a monthly publication, was created to provide information on new developments in the management field. This tradition has been carried on by the present day 'Optimum', a quarterly

journal featuring pertinent articles by well known writers, book reviews and resumés of current articles — all designed for the convenience of the modern manager.

By 1959, management training became a major concern. General and specialized courses in all aspects of management techniques were made available. The quality of the training attracted students from foreign countries sent to Canada under the Colombo Plan. The training function has now been assumed by another agency but the Bureau of Management Consulting contributes to the courses and provides resource personnel.

In 1960 an Organization Analysis Division was created to assist departments or the Treasury Board, as requested, by conducting broad departmental and interdepartmental studies of an organizational nature. While doing so, the Organization Division retained a close relationship with the Management Analysis Division, the new name given to the O & M Service.

Requests for studies in the data processing field became so numerous that in 1965 specialists were grouped into the Data Processing Section, to which was attached the Office Machine Equipment Group. An Operations Research Section was also created.

In May 1967 the Bureau of Management Consulting came into being and absorbed the foregoing services. The reorganization emphasized the increasing specialization in the field of management consulting and added a personnel consulting service. By the end of 1967 the Bureau of Management Consulting contained five operating divisions, whose functions were described as follows:

- *Data Processing Division* — conducts feasibility studies related to computer applications, integrated data processing and management information system; prepares design specifications for proposed equipment; audits data processing activities.
- *Operations and Methods Division* — studies the management of departmental programs and interdepartmental functions to recommend improvements in their organization, planning, control and related systems and procedures; provides specialist advice in all administrative areas common to departments and agencies; conducts studies and implements environmental space planning and design.
- *Operational Research Division* — applies scientific and mathematical methods to the solution of manage-

ment problems and to the analysis of programs, and provides quantitative bases for executive decisions.

- *Organization Analysis Division* — conducts studies of departments, agencies, or semi-autonomous branches to identify machinery of government or organizational problems, and recommends solutions in the form of improved structures and organizational relationships.

- *Personnel Consulting Division* — assists departments and agencies in the development and implementation of programs to maximize the utilization of human resources by conducting studies related to manpower planning and development, staff relations, classification, compensation, personnel services and behavioral sciences research projects.

In the same year *The Canadian Government Office Equipment Demonstration Centre* was created following a study made by the Bureau, upon request of the Treasury Board. The purpose of this unit (part of the Data Processing Division) is to familiarize departmental managers, and to train departmental office equipment officers and their staff to select and assess the most suitable office machines and equipment. With full cooperation from industry, the centre holds regular demonstrations during which seminars on application are given by the staff of the centre.

In April 1969, the Department of Supply and Services was created, to serve as a central organization administering the acquisition and provision of goods and services in the Federal Government. Management consulting services were included in the department's activities, along with data processing services, financial services and all supply functions, including those formerly under the Department of Defence Production. The Bureau of Management Consulting was moved from the Public Service Commission to this new department.


As a result of the government organization bill, the Accounting Advisory Branch of the Comptroller of the Treasury was integrated into the Bureau as its sixth Division under the title of:

- *Financial and Accounting Division* — which conducts studies related to management information systems, particularly in the financial management area, to assist departments, agencies and crown corporations in the design and implementation of appropriate budgeting, accounting and financial reporting systems to meet modern management requirements.

Since April 1970, the Bureau has been operating on a cost recovery basis, charging the cost of its services to the client. This change was in response to one of the recommendations of the Glassco Commission on Government Organization and means that the Bureau of Management Consulting, one of the largest management consulting groups in Canada is in the same competitive position as its counterparts in the private sector. For the Bureau to remain a viable organization it must ensure that the quality of its management consulting is equal in every way to that of the private sector consulting firms.

BMC's consultants are carefully selected from business, government and the private consulting sector. Close attention is given to their education, experience and background. Together they cover most of the spectrum of management and social sciences. Individually, each consultant brings a blend of theory and experience to meet the distinct needs of each project.

BMC undertakes an assignment only if it can provide worthwhile benefits to the client. All assignments are subjected to group input in the belief that better solutions result from a number of perspectives. The Bureau believes that client involvement and full awareness of progress are essential to successful implementation of recommendations. The counsel is confidential; the client alone decides who should be made aware of the conclusions.



Digitized by the Internet Archive
in 2023 with funding from
University of Toronto

<https://archive.org/details/31761117092866>

